

**POSITION CLASSIFICATION, JOB GRADING,
AND POSITION MANAGEMENT**

- 1. REASON FOR ISSUE:** To revise Department of Veterans Affairs (VA) procedures regarding position classification, job grading, and position management.
- 2. SUMMARY OF CONTENT/MAJOR CHANGES:** This handbook contains mandatory procedures on position classification. The pages in this handbook replace the corresponding page numbers in VA Handbook 5003. Revised text is contained in [brackets]. This revision adds requirements/guidance for establishing title 38 and hybrid title 38 functional statements and position management considerations. These changes will be incorporated into the electronic version of VA Handbook 5003 that is maintained on the [Office of Human Resources Management Website](#).
- 3. RESPONSIBLE OFFICE:** The Compensation and Classification Service (055), Office of the Deputy Assistant Secretary for Human Resources Management.
- 4. RELATED DIRECTIVE:** VA Directive 5003, Position Classification, Job Grading, and Position Management.
- 5. RESCISSIONS:** None.

CERTIFIED BY:

/s/
LaVerne H. Council
Assistant Secretary for Information and
Technology and Chief Information Officer

**BY DIRECTION OF THE SECRETARY
OF VETERANS AFFAIRS:**

/s/
Gina S. Farrisee
Assistant Secretary for
Human Resources and Administration

ELECTRONIC DISTRIBUTION ONLY

PART II. POSITION MANAGEMENT

CONTENTS

PARAGRAPH	PAGE
1. <u>SCOPE</u>	II-1
2. <u>COVERAGE</u>	II-1
3. <u>POSITION MANAGEMENT PROGRAM</u>	II-1
4. <u>POSITION MANAGEMENT REVIEWS</u>	II-2
[5. <u>TITLE 38/HYBRID TITLE 38 POSITION MANAGEMENT CONSIDERATIONS AND FUNCTIONAL STATEMENTS</u>	II-2
6. <u>ORGANIZATIONAL AND FUNCTIONAL CHARTS</u>	II-4
7. <u>EVALUATIONS</u>	II-5]

PART II. POSITION MANAGEMENT

1. SCOPE. This part contains mandatory procedures regarding VA's position management program as defined in paragraph 2b of VA Directive 5003.

2. COVERAGE. Although position classification and job grading refers specifically to positions in the General Schedule and Federal Wage System (FWS), respectively, the principles of position management apply to all positions regardless of pay plan in all organizational elements within VA.

3. POSITION MANAGEMENT PROGRAM. Administration Heads, Assistant Secretaries, Deputy Assistant Secretaries, Other Key Officials, and facility directors will:

a. Devise and implement a position management program which will:

(1) Be integrated with related ongoing programs such as budget formulation, review and execution; organization and procedural studies; and position classification/job grading reviews.

(2) Utilize total available management resources including budget, program and management analysts, personnel, accounting and other special staff, as necessary. The work of these staffs shall be coordinated and mutually supporting.

b. Appoint a committee or coordinator to assist in the implementation of the position management program.

c. Establish and maintain an effective position management program consistent with established policies and principles and suited to the needs of the organization.

d. Ensure that all employees and their exclusively recognized labor organizations are made aware of the policy, objectives and requirements of the Department's position management program.

e. [Supervisors and others responsible for assigning duties and responsibilities to positions are directly responsible for position management actions taken within their areas of jurisdiction. The duties and responsibilities assigned to a position control the classification or grading and, ultimately, the personnel cost of the position. In appropriate situations, supervisors should ensure that assignments reflect application of sound and economical position management principles and provide for career development and promotional opportunities by establishing lower grade entry level positions with identified career ladders when possible.]

f. Ensure that each position established or changed conforms to the objectives of effective position management.

g. Provide for a review of each proposed organizational change from the standpoint of work design, occupational distribution, supervisory ratio, grade distribution and staffing requirements.

PART II

- h. Initiate special studies and analyses, making full use of staff advice, leading to improved structure and better utilization of human resources.
- i. Monitor average grade.
- j. Take appropriate action necessary to ensure that the organization meets the objectives outlined.
- k. Periodically evaluate the effectiveness of the position management program within the organization and report results as required.
- l. Maintain records and documentation of the reviews, considerations and activities of the position management committee or coordinator for future review.

4. POSITION MANAGEMENT REVIEWS

- a. Supervisory and program management officials are responsible for ensuring that recurring, planned reviews of the management of all positions within their organizations are conducted. These assessments must be scheduled on a regular basis, with the frequency at local management's discretion. Each organizational element will be reviewed to ensure that the most efficient and effective position structure and utilization of personnel are being achieved. Position management assessments may generate the need for classification reviews (as delineated in par. 7 of part I of this handbook), which could be accomplished concurrently or scheduled for conduct at a later time.
- b. The servicing human resource management office shall provide advice and assistance to the designated facility position management committee or coordinator in the development of a local position management review plan. The plan should include:
 - (1) the frequency of the conduct of reviews for each organizational component; and
 - (2) the specific responsibilities of the position management committee/coordinator, supervisors and managers, and the human resources office.
- c. Adequate local records shall be maintained to reflect the completion of position management/classification reviews. These records will be subject to review during human resources management evaluation or other visits.
- d. Part of a review is the requirement that position descriptions must be examined when they become vacant to ensure that they are essential, as designed, to the efficient operation of the organization.

[5. TITLE 38/HYBRID TITLE 38 POSITION MANAGEMENT CONSIDERATIONS AND FUNCTIONAL STATEMENTS

- a. In lieu of positions descriptions described in Part I, functional statements are required to be utilized for all title 38 and hybrid title 38 positions which are not licensed independent practitioners and subject to the approval of provider-specific privileges as recommended by the Executive Committee of the Medical Staff and approved by the Medical Center Director in accordance with VHA Handbook 1100.19

(i.e., functional statements are NOT required for physicians, dentists, podiatrists, chiropractors and other occupations similarly situated.) The functional statement is the official statement of the major duties and responsibilities assigned by management to a position. Supervisors and/or managers are responsible for the ongoing accuracy of functional statements. Supervisors/managers are required to review functional statements under their jurisdiction at least once every two years and in accordance with applicable union contracts to ensure that they are current and accurate. Servicing human resources management offices are responsible for reviewing functional statements upon initial establishment and when the duties and responsibilities of a position have been significantly altered to ensure assignment to the proper occupational series. The servicing human resources management office shall establish local procedures to accomplish and document this review.

b. Functional statements must be written when a new position is established, or when the duties and responsibilities of a position have been significantly altered. Developmental positions (i.e., those below the full performance level) require distinct functional statements at each grade level delineating the specific differences from the next higher level.

c. Functional Statements must include the following information:

(1) Position Title and Organization

(2) General description of assigned duties which describes the nature, purpose, and location of the work;

(3) Functions or scope of assigned duties which lists the major duties and responsibilities of the position;

(4) Supervisory controls related to the position covering both clinical and administrative aspects of the work;

(5) Qualification requirements. Cite the VA Handbook 5005, Part II, Appendix appropriate to the title 38/hybrid title 38 occupation;

(6) Customer service requirements;

(7) Age, development, and cultural needs of patients requirements;

(8) Computer security requirement;

(9) Supervisor signature and date; and

(10) Employee signature and date (optional unless required by union contract).

d. Servicing human resources management offices remain responsible for determining the initial occupational coverage and FLSA determination for these positions, however grading will be determined through the application of the qualification standard during the boarding process. **Medical Center**

PART II

Officials including but not limited to Medical Center Director, Chief of Staff, Human Resources Officer, Service Chiefs, and immediate supervisors are responsible for:

(1) Ensuring that positions that require clinical knowledge, skills, and abilities of an occupation covered by title 38 are not placed under title 5.

(2) Ensuring that positions that do not require the knowledge, skills, and abilities of a health care professional are not removed from the competitive civil service by placing a title 38 employee in the position.

(3) Controlling the degree to which title 38 employees are assigned duties that do not specifically require clinical skills. However, when such action is necessary, officials must ensure that:

(a) Staffing is sufficient to provide patient care, continuous quality improvement, health care education and research, etc.

(b) The assignment of the non-clinical duties is consistent with good position management principles. The provision of administrative support services needs to be evaluated in a comprehensive manner at the organization and position levels. Positions may be reengineered so non-clinical responsibilities can be assigned to competitive service employees, making more clinical staff available for patient care services. Positions that involve a mixture of clinical and non-clinical duties are to be evaluated to determine if title 38 employees might be used on a part-time, consultative, collateral or rotational basis. Also, non-clinical duties assigned to title 38 employees are to be reduced to a minimum and assigned to title 5 employees.

(c) Staffing patterns are established so that title 38 employees are not routinely required to perform administrative or support functions that do not require the services of a health care professional.

(4) Converting positions that do not specifically require clinical skills to the competitive civil service.]

[6]. ORGANIZATIONAL AND FUNCTIONAL CHARTS

a. Along with position descriptions, organizational and functional charts provide valuable assistance for making sound position management decisions. They provide management with a clear and concise graphic of the organization as it exists. The charts enable management to conduct organizational analyses and to plan for efficient utilization of their work force.

b. Administration Heads, Assistant Secretaries, Deputy Assistant Secretaries, Other Key Officials and field facility directors are responsible for ensuring that organizational and functional charts are developed and updated for their respective organizations. The scope and format of the individual charts are local determinations based on individual needs consistent with the requirements in VA Handbook 5001, General Introduction and Administration. Generally, however, separate charts should be established for each service and division, as appropriate.

- c. To ensure that all levels of management agree on the approved organizational structure, the organizational and functional charts should be signed by (1) the Administration Head, Assistant Secretary, Deputy Assistant Secretary, Other Key Official or field facility Director, (2) the head of the organization depicted in the charts, (3) the position management committee chairperson or coordinator, and (4) the Human Resources Management Officer.
- d. New organizational charts are not necessary each time a change in the number of authorized positions or the grade levels of positions occurs. Pen and ink notations reflecting minor changes may be made. The number of such pen and ink changes made before a new chart is prepared should be limited so as not to adversely affect the readability of the chart. Organizational and functional charts shall be revised as appropriate during position management reviews.
- e. Human resources management (HRM) officers should ensure that the grade levels of positions included in the chart are proper before signing. Recommended or proposed grades in organizational charts do not affect the HRM officer's responsibility for the classification program which requires classifying positions in accordance with published classification standards and guides.
- f. The original copy of the organizational and functional charts shall be maintained in the servicing human resource management office with the related position descriptions. Copies should also be maintained in the program areas concerned.

[7]. EVALUATIONS. Compliance with agency policy and the effectiveness of the position management program, including position classification and job grading activities, will be evaluated during regular human resources management evaluations conducted by the Office of Human Resources Management [and Labor Relations] ([05]). Other Department program reviewing offices, the Inspector General, and administration evaluation elements will, in the normal review of programs and operations, appraise the effectiveness and efficiency of the organization, position structure, and other position management actions, except for the specific classification or grading of positions, which is the delegated responsibility of the servicing HRM Officer. OPM representatives will also review this aspect of human resources management during their scheduled visits. Appropriate VACO and field facility officials are expected to take necessary action within a reasonable period of time when areas for improvement have been identified.